

Washington State

Board of Health

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2005 Five-Year Strategic Plan

Final

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Washington State Board of Health

PO Box 47990

Olympia, Washington 98504-7990

Phone: 360-236-4110

Fax: 360-236-4088

Email: wsboh@doh.wa.gov

Website: sboh@doh.wa.gov

GOALS, OBJECTIVES, AND STRATEGIES

MISSION STATEMENT

The Board's mission is to provide statewide leadership in advancing policies that protect and improve the public's health.

This mission is achieved by:

- *Reviewing and monitoring the health status of all people in Washington;*
- *Analyzing policies, providing guidance, and developing rules;*
- *Promoting system partnerships; and*
- *Encouraging public engagement in the public health system.*

VISION STATEMENT

Our vision is that the health and safety of all people in Washington will improve.

GOALS

1. Increase the capacity of the public health system.
2. Assure access to critical health services.
3. Reduce health disparities.
4. Improve health by promoting healthy behaviors.
5. Promote natural and built environments that are healthy and safe.

Goal 1: Increase the capacity of the public health system.

Objective 1.1: Improve public health's capacity to control the spread of communicable disease.

Strategy 1.1.1: *Reserve a portion of the Board's staff capacity to develop timely policy responses to emerging and re-emerging diseases.*

Activity 1.1.1.1: Identify specific activities as health threats emerge.

Measure: *Documentation of Board responses to emerging issues.*

Strategy 1.1.2: *Assure public health authorities and SBOH rules would be adequate in the event of a communicable disease emergency.*

Activity 1.1.2.1: Continuously evaluate adequacy of public health authorities and Board rules for isolation and quarantine; revise rules if necessary.

Activity 1.1.2.2: Monitor developments in field of syndromic surveillance and changes in communicable disease reporting requirements in other states and nationally; revise notifiable conditions rule as necessary.

Measure: *Documentation of ongoing monitoring activities.*

Strategy 1.1.3: *Increase immunization rates.*

Activity 1.1.3.1: Implement activities under Objective 2.4.

Measure: *See measures for Objective 2.4.*

Objective 1.2: Strengthen the organizational capacity of the state's network of public health agencies.

Strategy 1.2.1: *Participate in the Public Health Improvement Partnership (PHIP).*

Activity 1.2.1.1: Participate in the PHIP Directors Group.

Activity 1.2.1.2: Participate in PHIP committees as schedules permit.

Measure: *Rate of attendance at PHIP Directors Group meetings.*

Strategy 1.2.2: *Encourage stable and secure funding for public health.*

Activity 1.2.2.1: Advise the Joint Select Committee on Public Health Financing.

Activity 1.2.2.2: Support legislative efforts to provide stable and secure public health funding.

Measure: *Rate of attendance at Joint Select Committee meetings.*

Strategy 1.2.3: *Contribute to efforts to assure public health emergency preparedness.*

Activity 1.2.3.1: Update 2001 SBOH report, *Response Capacity During a Health Emergency: A Review of Selected Issues*, to reflect pandemic flu scenarios and lessons learned from hurricane response.

Activity 1.2.3.2: Participate in Public Health Emergency Preparedness and Response Joint Advisory Committee.

Activity 1.2.3.3: Participate in legislative discussions of emergency preparedness as requested.

Measure: *Update to 2001 preparedness report completed by March 8, 2006.*

Objective 1.3: **Support the tribes' efforts to increase their public health capacity.**

Strategy 1.3.1: *Identify and pursue ways to strengthen tribal health jurisdictions.*

Activity 1.3.1.1: Identify and promote statutory changes that would strengthen the abilities of tribes to form effective tribal health jurisdictions.

Activity 1.3.1.2: Identify and disseminate examples of effective partnerships between local health jurisdictions and tribes.

Activity 1.3.1.3: Develop tribal public health section on SBOH Web site.

Measure: *Web page on tribal public health completed by June 30, 2007.*

Strategy 1.3.2: *Clarify and strengthen relationship between the Board and the tribes.*

Activity 1.3.2.1: Identify appropriate role for Board in Centennial Accord process.

Activity 1.3.2.2: Support efforts to ensure a tribal government representative on the State Board of Health.

Activity 1.3.2.3: Monitor development of DOH state-tribal relations policy; consider comparable Board if appropriate.

Activity 3.3.2.4: Require GOIA Government-to-Government training for all Board staff; make available for all Board members.

Measure: *All staff members complete GOIA training by June 30, 2007.*

Objective 1.4: **Strengthen communication and collaboration with local boards of health.**

- Strategy 1.4.1:*** *Increase SBOH and local board members' awareness of one another's issues and activities.*
- Activity 1.4.1.1:** Create opportunities for direct, face-to-face communication between members of state and local boards of health.
- Activity 1.4.1.2:** Submit column about current SBOH activities and issues under the byline of the elected county official on the Board for publication in the Washington State Association of Counties newsletter, *The Courthouse Journal*.
- Activity 1.4.1.3:** Maintain a section on the SBOH Web site that provides current information about local boards of health.
- Activity 1.4.1.4:** Include local board of health agendas, minutes, and other materials in the *FYI* online newsletter.

Measure: Face-to-face communications with at least 10 local boards each year.

- Strategy 1.4.2:*** *Identify and act on opportunities for SBOH to contribute to local board development activities.*
- Activity 1.4.2.1:** Continue to promote the *Welcome to Public Health* brochure.
- Activity 1.4.2.2:** Explore possible joint training opportunities with WSALPHO.
- Activity 1.4.2.3:** Identify and pursue other activities as opportunities arise.

Measure: Letter to all newly elected commissioners following 2006 election.

Objective 1.5: **Increase the organizational capacity of the State Board of Health.**

- Strategy 1.5.1:*** *Document Board plans, policies, and procedures.*
- Activity 1.5.1.1:** Develop and adopt five-year strategic plan; review and update each biennium.
- Activity 1.5.1.2:** Develop and adopt communications strategy.
- Activity 1.5.1.3:** Document governance and management practices in the form of Board-approved policies and procedures.

Measure: Submit 2007–09 strategic plan to OFM by May 1, 2006.

Strategy 1.5.2: *Create opportunities for Board development.*

Activity 1.5.2.1: Provide timely individual orientations for all new Board members.

Activity 1.5.2.2: Hold Board work sessions on policy development, rule making procedures, and collaboration with DOH.

Activity 1.5.2.3: Schedule work sessions, as needed, to brief Board members on important policy issues.

Measure: *New member orientations completed within 60 days of appointment.*

Strategy 1.5.3: *Promote performance management throughout SBOH functions.*

Activity 1.5.3.1: Include performance measures in strategic plan.

Activity 1.5.3.2: Develop goals and evaluation strategies for rule making and policy initiatives.

Activity 1.5.3.3: Establish job performance measures and conduct timely performance reviews for all staff members.

Measure: *All employee performance reviews completed on time.*

Strategy 1.5.4: *Maintain and strengthen collaboration with agency partners.*

Activity 1.5.4.1: Continue to improve collaborative relationship with DOH.

Activity 1.5.4.2: Establish regular and direct communications with leadership at other key partner agencies.

Activity 1.5.4.3: Continue to participate in Agency Medical Directors Group.

Activity 1.5.4.4: Increase agencies' participation in development of the *Washington State Health Report* and related activities.

Activity 1.5.4.5: Participate in WSALPHO meetings as content warrants and schedules permit.

Measure: *Completion of SBOH/DOH collaboration training and presentation to the Board by September 30, 2006.*

Goal 2: Assure access to critical health services.

Objective 2.1: Encourage integrated health care financing systems that pool risks and consolidate administration.

Strategy 2.1.1: *Explore partnerships with other health-related organizations.*

Measure: *Documentation of discussions with potential partners and outcomes.*

Strategy 2.1.2: *Convene a gathering of medical, insurance, government, non-profit, and business leaders to discuss ways to design an insurance system that consolidates risk pools and administrative functions.*

Measure: *Gathering convened by June 30, 2009.*

Objective 2.2: Increase use of the Board's Menu of Critical Health Services.

Strategy 2.2.1: *Participate in efforts to assess and assure the availability, accessibility, and appropriate utilization of critical health services; encourage use of the menu in context of those efforts.*

Activity 2.2.2.1: Promote continued use of the menu by the PHIP Access Committee.

Activity 2.2.2.2: Partner with the Washington Health Foundation's Healthiest State in the Nation campaign as it defines statewide measures for "medical home" or "health home," "preventative health insurance," and "sentinel clinical health services."

Activity 2.2.2.3: Participate in the Governor's Healthy Washington/Prevention Work Group activities related to a medical home.

Measure: *Documentation of collaboration with Washington Health Foundation.*

Objective 2.3: Increase utilization of preventive health services for children.

Strategy 2.3.1: *Promote policies designed to increase the number of children who have a medical home.*

Activity 2.3.1.1: Work with other agencies, the Legislature, the Washington Health Foundation, and other partners to support the development of a common definition of "medical home" or "health home."

Activity 2.3.1.2: Work with partners to support efforts that promote access to a "medical home" or "health home."

Measure: *Documentation of efforts to support medical home.*

Strategy 2.3.2: *Promote improved availability, affordability, and utilization of preventive health care for children.*

Activity 2.3.2.1: Convene a forum of agency, business, and insurance representatives to discuss ways to develop and promote private insurance products that cover a wide array of preventive services, including dental care, for children.

Measure: *Convene forum by December 2008.*

Objective 2.4: **Increase access to and utilization of immunizations.**

Strategy 2.4.1: *Articulate clear policy rationale and criteria for existing policies.*

Activity 2.4.1.1: Participate in efforts to articulate the policy rationale for universal purchasing of childhood vaccines, identify guidelines for including specific immunizing agents, and evaluate vaccines against the guidelines.

Activity 2.4.1.2: Articulate policy rationale for mandating vaccines as a condition of school entry, identify criteria for requiring immunizations against specific vaccine preventable diseases, and evaluate vaccines against the guidelines; revise rule if appropriate to clarify policy intent.

Measure: *Produce preliminary draft of school entry criteria by March 2006.*

Strategy 2.4.2: *Assure effective statewide implementation of vaccine requirements for entry into school and child care.*

Activity 2.4.2.1: Monitor and assure implementation of varicella requirement.

Activity 2.4.2.2: Study and report on the capacity of schools and community partners to implement school entry mandates and suggest any process improvements and policy changes needed to increase that capacity.

Activity 2.4.2.3: Monitor efforts in other states to reduce convenience exemptions; encourage statutory or regulatory changes in Washington if appropriate.

Measure: *Increase the percentage of Washington children aged 19–35 months receiving varicella immunizations.*

Strategy 2.4.3: *Advance effective adult immunization policies.*

Activity 2.4.3.1: Review the evidence basis of national influenza vaccine prioritization plans in the event of a pandemic or vaccine shortage, facilitate conversation with CDC, consider Board resolution calling for changes if appropriate.

Activity 2.4.3.2: Brief the Board on existing proposals for adult immunization policies; consider further Board action if appropriate.

Activity 2.4.3.3: Publicly recognize hospitals, nursing homes, schools, colleges and universities, and other institutions that encourage high adult vaccination rates; identify and catalog best practices that have contributed to these successes.

Measure: Convene public discussion with CDC National Immunization Program staff concerning influenza vaccine prioritization before start of 2006 flu season.

Objective 2.5: **Promote access to preventive mental health services.**

Strategy 2.5.1: *Strengthen Board expertise on mental health issues.*

Activity 2.5.1.1: Conduct work session to inform Board about recent and ongoing efforts to reform Washington's mental health system.

Measure: Work session held during 2006.

Strategy 2.5.2: *Help identify and promote a public health approach to mental health.*

Activity 2.5.2.1: Monitor and support Transformation Grant-funded mental health reform activities that take a public health approach.

Activity 2.5.2.2: Develop a report that examines capacity in the state to deliver preventive, community-oriented, population-based mental health services, articulates a vision for a public health approach to mental health, and makes policy recommendations.

Measure: Report completed by June 30, 2007.

Goal 3: Reduce health disparities.

Objective 3.1: **Encourage a strategic and coordinated state government approach to reducing health disparities.**

Strategy 3.1.1: *Support efforts of Governor's minority affairs commissions to encourage a community-based response.*

Activity 3.1.1.1: Participate in planning group for the 2005 Diversity Health Summit, as well as future summits.

Activity 3.1.1.2: Support efforts of the Intercultural Networks formed at the Summit as requested.

Measure: Participation in 2005 Diversity Health Summit planning group.

Strategy 3.1.2: *Staff Governor's Interagency Council on Health Disparities efforts to produce a statewide action plan by 2008.*

Activity 3.1.2.1: Support efforts to implement recommendation of Joint Select Committee on Health Disparities that state agencies create an action plan.

Activity 3.1.2.2: Encourage creation of an interagency workgroup to assess value of statewide plan; consider staffing interagency work group if it decides to pursue a statewide plan and adequate resources are available.

Activity 3.1.2.3: Encourage a coordinated state agency response to recommendations from the Intercultural Networks.

Measure: Documentation of support for proposals to create a statewide action plan.

Objective 3.2: **Identify and promote policy interventions that improve the health status for specific populations.**

Strategy 3.2.1: *Identify and promote interventions for students who are concurrently at risk for both poor health outcomes and poor academic achievement.*

Activity 3.2.1.1: With OSPI and DOH, examine the link between health disparities and academic achievement.

Activity 3.2.1.2: Issue a joint report, Web site, fact sheets, or other document(s) with policy recommendations.

Measure: Document issued by December 30, 2008.

Strategy 3.2.2: *Understand factors that contribute to higher rates of infant mortality in African American and American Indian/Alaskan Native populations.*

Activity 3.2.2.1: Conduct Board study session on factors contributing to Sudden Infant Death Syndrome, prematurity, and low birth weight in these populations; highlight good practices and consider additional activities as appropriate.

Measure: *Study session held during 2005–07 Biennium.*

Strategy 3.2.3: *Promote diversity in the health care workforce.*

Activity 3.2.3.1: Identify and pursue opportunities to help implement recommendation #2 of the Joint Select Committee on Health Disparities: “Develop a workforce that is representative of the state’s population.”

Activity 3.2.3.2: Identify and pursue opportunities to help lead agencies implement recommendation #3 of the Joint Select Committee on Health Disparities: “Identify and collect relevant and accurate data on health care professionals, students in the health care professions, and recipients of health services.”

Measure: *Documented efforts to support implementation of JSC recommendations.*

Strategy 3.2.4: *Work with Governor’s Interagency Council on Health Disparities to identify interventions within statewide plan.*

Objective 3.3: **Integrate health disparities awareness into Board activities.**

Strategy 3.3.1: *Explicitly address health disparities in Board work products.*

Activity 3.3.1.1: Address health disparities in all state health reports.

Activity 3.3.1.2: Address health disparities in all annual reports to the Governor.

Activity 3.3.1.3: Identify and pursue opportunities to reduce health disparities in all Board policy reports.

Measure: *2006 Washington State Health Report makes health disparities one of its priorities.*

Strategy 3.3.2: *Increase the cultural competency of the Board and its staff.*

Activity 3.3.2.1: Require cultural competency training for all Board staff.

Activity 3.3.2.2: Require government-to-government training for all Board staff (also listed as Activity 3.3.2.4).

Measure: *Staff has completed cultural competency training by 2006.*

Goal 4: Improve health by promoting healthy behaviors.

Objective 4.1: Improve nutrition and increase physical activity.

Strategy 4.1.1: *Partner with other organizations to promote better nutrition and increased physical activity, particularly for children in school settings.*

Activity 4.1.1.1: Monitor reconstitution of State Board of Education and identify opportunities for partnerships around issues such as physical education requirements and implementation of nutrition policies.

Activity 4.1.1.2: Continue to participate in interagency leadership group on integrated school health.

Activity 4.1.1.3: Continue to explore opportunities for public-private social marketing partnerships.

Activity 4.1.1.4: Continue to participate in the Nutrition and Physical Activity Policy Leadership Group.

Activity 4.1.1.5: Continue to participate in Action for Healthy Kids.

Activity 4.1.1.6: Continue to participate in the Washington State Partnership for Youth.

Measure: Documentation of efforts to explore and promote public-private partnerships for social marketing efforts.

Objective 4.2: Reduce alcohol and tobacco use.

Strategy 4.2.1: *Support the preservation and enhancement of the comprehensive tobacco control program.*

Activity 4.2.1.1: Support initiatives developed by the Governor's Healthy Washington/Prevention Work Group.

Activity 4.2.1.2: Support appropriate funding levels beyond 2007.

Measure: Documentation of efforts during 2007 to support appropriate funding.

Strategy 4.2.2: *Help reduce the incidence of Fetal Alcohol Spectrum Disorders.*

Activity 4.2.2.1: Support initiatives developed by the Governor's Healthy Washington/Prevention Work Group.

Strategy 4.2.3: *Reduce children's exposure to secondhand smoke in private settings.*

Activity 4.2.3.1: Research impacts of secondhand smoke on children, explore policy options, and issue report with policy recommendations.

Measure: Report on policy options for reducing children's exposure to secondhand smoke in private settings completed by June 30, 2011.

Goal 5: Assure natural and built environments that promote and protect human health and safety.

Objective 5.1: Encourage dialog and partnerships between public health professionals and land-use planners.

Strategy 5.1.1: *Use existing conferences and meetings to foster dialog.*

Activity 5.1.1.1: Help plan the 2006 Washington Environmental Health Association's Annual Educational Conference regarding health and the built environment.

Activity 5.1.1.2: Help organize regional meetings of the Washington Chapter of the American Planning Association to feature public health speakers.

Measure: *Co-sponsor and co-chair built environment track of April 2006 WEHA Annual Education Conference.*

Strategy 5.1.2: *Co-sponsor with University of Washington or other partners a seminar for community decision makers regarding health and the built environment.*

Measure: *Hold seminar for decision makers by end of 2007.*

Objective 5.2: Assure Board environmental health rules are doing what they are designed to do.

Strategy 5.2.1: *Evaluate recently revised rules in a regular and timely manner.*

Activity 5.2.1.1: Receive report from DOH on progress in implementing the new food rule, as well as any problems identified with the rule; act on report if necessary.

Activity 5.2.1.2: Receive report from DOH on preparations for implementing the new small onsite septic systems, as well as any problems identified with the rule; act on report if necessary.

Measure: *Update Board on food code implementation by December 2006.*

Strategy 5.2.2: *Assure environmental health rules are adequate and current; revise if necessary.*

Activity 5.2.2.1: Revise rule concerning disposal of dead animal carcasses.

Activity 5.2.2.2: With DOH, revise large onsite septic systems rule.

Activity 5.2.2.3: With DOH, revise food worker card rules to address adult family homes and food allergies.

Activity 5.2.2.4: With DOH, revise onsite rules to include new chapter on septic tanks.

- Activity 5.2.2.5:** With DOH, revise zoonotics and pets rule to better address psittacosis and rabies; consider other changes as warranted.
- Activity 5.2.2.6:** With DOH, revise transient accommodations rule to address health and safety issues in homeless shelters.
- Activity 5.2.2.7:** With DOH and Ecology, clarify overlapping wastewater authorities.

Measure: Hold hearing on animal carcass disposal rule by July 2006.

Objective 5.3: **Assure school environments that promote and protect human health.**

Strategy 5.3.1: *Ensure that Board rules and associated guidance are adequate and current.*

- Activity 5.3.1.1:** With DOH and OSPI, revise health and safety rules for primary and secondary schools.
- Activity 5.3.1.2:** With DOH and OSPI, assure schools have current guidelines on health and safety issues not fully addressed in rules.
- Activity 5.3.1.3:** With DOH and OSPI, clarify overlapping authorities for school construction standards.

Measure: Hold hearing on school environmental health rule by October 2006.

Strategy 5.3.2: *Improve quality and number of school environmental health and safety programs.*

- Activity 5.3.2.1:** Support initiatives developed by the Governor's Healthy Washington/Prevention Work Group.

Measure: Documentation of work group efforts and Board support.

Objective 5.4: **Reduce human exposures to environmental toxins.**

Strategy 5.4.1: *Support interagency efforts to prevent human exposure to persistent bioaccumulative toxins (PBTs).*

- Activity 5.4.1.1:** Continue support for ECY's persistent bioaccumulative toxins plan and individual chemical action plans.
- Activity 5.4.1.2:** Support related initiatives developed by the Governor's Healthy Washington/Prevention Work Group.

Measure: Update Board on PBT strategy by end of fiscal year 2007.

Appendix A: State Board of Health Logic Model

